

# **Community Assistantship Program**

**Analyzing Current Downtown  
Conditions and Market Analysis  
for Brainerd, Minnesota**

Prepared in partnership with  
City of Brainerd

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**Analyzing Current Downtown Conditions and Market  
Analysis for Brainerd, Minnesota**

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## **Background**

### **About the Center for Urban and Regional Affairs**

University of Minnesota's CURA (Center for Urban and Regional Affairs) provides applied research and technical assistance to areas related to urban and regional affairs. Such areas include communities and neighborhoods, economic development and employment, environment and energy, education, government and public policy, land use and population, transportation, and many other areas. CURA houses three programs that provide graduate or undergraduate student assistance for applied research projects, program planning and development, program evaluation, and other short-term projects. Each program has a specific focus. One of those programs is CAP (the Community Assistantship Program).

### **About the Community Assistantship Program**

CAP (Community Assistantship Program) provides applied research assistance to community organizations, citizen groups, and government agencies in Greater Minnesota. CAP provides 200 hours of student time to work on a project defined by a community. In Brainerd, Minnesota, the project defined by the community was to gather baseline information about Brainerd's central business district (Appendix A). That information was to be given to the Main Street Coordinator as a tool to guide decisions about revitalizing Brainerd's central business district.

### **About the Main Street Center for Brainerd's Central Business District**

In April, 2007, a Main Street Coordinator was hired by the Brainerd, Minnesota Chamber of Commerce. That person's job was to focus on the four principles of the National Trust for Main Street Center for Brainerd's central business district. The four principles are design, promotion, organization, and economic restructuring as it relates to the revitalization of downtown Brainerd, Minnesota.

### **About the Main Street Coordinator's Duties**

The Main Street Coordinator works with economic development partners to continue the revitalization efforts of Brainerd's Central Business District (CBD) (Appendix A). The Chamber of Commerce is responsible for establishing and supporting the Main Street Committee that will oversee organization, promotion, and design, and focus on big picture items including planning, infrastructure needs, and image building. The Main Street Program is responsible for building consensus of business and property owners as well as city leaders, and coordinate volunteers. The Chamber of Commerce, through the Main Street Program, works closely with the Brainerd Lakes Area Development Corporation on responsibilities associated with economic restructuring.

## **Rationale and Objective**

This project's title is: "Analyzing current downtown conditions and market analysis for Brainerd, Minnesota." The project involves collecting comprehensive data about the physical downtown infrastructure such as building size, square footage, and vacancies. Currently, this information is not readily available to decision makers. An understanding of current downtown conditions was needed to move ahead with a revitalization program to improve existing conditions in downtown Brainerd, Minnesota.

## **Methodology**

Information about downtown Brainerd and its business and property owners was gathered using three methods. First, a survey of property and business owners in Brainerd's central business district was conducted. Second, information about the physical downtown infrastructure was obtained from multiple sources of existing data and entered into a single database. Lastly, "successful" downtown data was sought from six other Minnesota cities for comparison purposes. The two surveys and physical infrastructure information were compiled and analyzed using Microsoft Excel and the Statistical Package for Social Scientists (SPSS Inc. 2004). Information generated from the infrastructure analysis was compared to other successful downtown areas in Minnesota. All information generated in this project was given to the Main Street Coordinator as well as other pertinent Brainerd, Minnesota city professionals. The expected outcome was comprehensive, up-to-date information about downtown Brainerd and its business and property owners. The information provides policy and decision makers with information to help guide efforts to improve existing downtown conditions.

## **The Surveys**

In February, 2007 a survey was sent out to business Brainerd, Minnesota's downtown business and property owners. The surveys were developed by a joint effort of the city of Brainerd and the Brainerd Lakes Area Chamber of Commerce. Survey questions were modeled after similar surveys conducted by other cities in the United States. The purpose of the survey was to collect basic information about business operations in downtown Brainerd. The expected outcome was a better understanding of businesses in downtown Brainerd.

Two types of surveys were created. The first survey was a survey of property owners in the downtown area (Appendix C). The second survey was a survey of business owners (Appendix B). The surveys contained three types of questions (or in some cases fill-in-the-blank queries). The property owner survey asked basic property owner information such as the mailing address, daytime phone, e-mail, etc. The property owner survey also asked about information regarding residential units (apartments) if applicable. The business owner survey asked about the type of business, the length of time it has existed at its current location, the hours of operation, the number of full and/or part time employees, the annual rent per square-foot expense, and the likelihood of remaining at the current location. Property owners who were also business owners may have filled out both surveys in some cases and visa versa. At the beginning of both surveys, instructions



on how to fill out the survey and the scope and purpose of the survey were included. Both surveys covered the same geographic area (Appendix D). The area extended from the Mississippi River on the west, East College Drive to the south, South 11<sup>th</sup> street to the east, and Kingwood Street to the north. Additionally, several other businesses were surveyed in far-eastern Brainerd along East Washington Street.

The surveys were sent to recipients in different ways. The property owner surveys were sent via postal mail. Business owner surveys were handed to owners (in person) by Community Service Officers (CSOs). The names and home addresses of property and business owners were obtained using existing publicly available records. Business and property owners were allowed approximately three weeks to return the survey before statistical analysis was conducted.

### **Downtown Core Infrastructure Analysis**

Downtown Brainerd is organized by blocks. Each block contains one or more parcels. Each parcel contains one or more lots (or parts of lots). Each plotted lot is 150 feet by 50 feet (7500 ft<sup>2</sup>). Buildings and the land they occupy exist in one or more lots (or parts of lots).

Information about the downtown Brainerd area (previous paragraph) was obtained by referencing Crow Wing County assessing data sheets. They were obtained at the assessor's office in the Crow Wing County courthouse building. Collectively, the sheets provided information about the attributes of each parcel, lot, land, and building in downtown Brainerd. Because of time and financial constraints, only infrastructure information within the nine block "core" area of downtown Brainerd was obtained. The core area represents the central business district and the oldest portion of downtown Brainerd. Each block in the core area is identified by an identification number. The numbers are: 41, 43, 45, 67, 69, 71, 97, 99, and 101. Originally, information was sought within a 44 block region of downtown Brainerd.

### **Downtown Brainerd Comparative Study**

A comparative study was conducted in order to better understand how Brainerd's current downtown infrastructure compares with that of other "successful" downtowns in the state of Minnesota. Other downtowns were identified qualitatively. In other words, no formal standardized procedures were used to decide which cities to compare to Brainerd. Instead, cities were identified based on their perceived quality. Six studies were contacted: Alexandria, Bemidji, Fergus Falls, Northfield, Red Wing, and Stillwater. Each city (and the county each city was located in) was contacted via electronic mail. The cities were asked to provide downtown rent information. Each city was also given background information about the study and was also provided the objectives and goals of the study. The cities were explained that any information they could provide would be done voluntarily without repercussions.

## Results

### Survey Response Rates

215 business owner surveys were sent out and 161 responded (75% response rate). 123 property owner surveys were distributed and 70 responded (57% response rate). Overall, 338 surveys were sent out and 231 responded (68% response rate).

### Results of the Business Owner Survey

Most downtown businesses who responded indicated they were retail, service oriented, or professional (62%) (Table 1). The most common type of business was retail (29%). Only nine businesses classified themselves as more than one type. The least common business types was non-profit and government. Twelve businesses (8%) listed themselves as another type not listed among the ten business types.

**Table 1.** What is your primary business type?

	N	%
Other	12.0	8.4
Retail	42.0	29.4
Government	2.0	1.4
Multiple types	9.0	6.3
Services	26.0	18.2
Professional/office	20.0	14.0
Financial/banking	6.0	4.2
Medical	4.0	2.8
Restaurant	12.0	8.4
Bar	4.0	2.8
Non-profit	2.0	1.4
manufacturing	3.0	2.1
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

*Source:* Question 1

Over half (55%) of all businesses, who responded to the survey, indicated they had been at their current location for at least ten years (Table 2). Few respondents (less than 13%) indicated their business was new to the downtown area (less than one year old). Almost one-fourth (22%) of businesses indicated they had existed at the current location for more than 20 years.

**Table 2.** How long has your business existed at its current location?

	N	%
0 years	2.0	1.4
< 1 year	16.0	11.5
1-4 years	25.0	18.0
5-9 years	19.0	13.7
10-20 years	30.0	21.6
20+ years	47.0	33.8
<b>Total</b>	<b>139.0</b>	<b>100.0</b>

*Source:* Question 2

Few respondents (4%) indicated they were thinking about moving their business to a different location (Table 3). Over four out of every five respondents (84%) indicated they were very likely to remain at their current location and another 12% indicated they were indifferent about remaining.

**Table 3.** How likely are you to remain at your current location?

	N	%
Very likely	113.0	83.7
Somewhat likely	16.0	11.9
Unlikely	6.0	4.4
<b>Total</b>	<b>135.0</b>	<b>100.0</b>

*Source:* Question 3

When asked what days their business is open, many businesses indicated very similar kind of responses for the weekdays. Almost all businesses (>97%) who responded to the survey indicated they were open Monday – Thursday and only one business indicated it was closed on Friday. One to two business(es), depending on the day, indicated they were open on a circumstantial basis Monday thru Friday. On the weekend (Saturday and Sunday), an average of 54% of all respondents indicated they were closed with Sunday being the highest percentage of closed businesses (72%). An average of 6% of respondents indicated they were open on a circumstantial basis during the weekend. See Appendix E for a listing of summary information tables for each day of the week.

When asked what hours their business operates during the days in which they are open, businesses responded with a variety of different hours. In fact, across all businesses during the weekdays, an average of 30 different operating hours was listed. This means that while many businesses were open nine hours per-day, many different hour combinations were listed among the different businesses (i.e., 8:00am – 5:00pm, 7:30am – 4:30pm, 7:00am – 4:00pm, etc.). To make summary information easier to comprehend, only the top ten hours were listed individually for each day and all other hours of operation were grouped together as “other.”

The two most common responses across all businesses during the weekdays were 8:00am – 5:00pm and 9:00am – 5:00pm. During weekends the most common responses were 9:00am – 5:00pm and 8:00am – 12:00pm. However, on the weekends (especially Sunday), many businesses were closed and the hours of operation were even more variable than weekday hours of operation. See Appendix E for a listing of summary information for each day of the week.

Businesses were also asked how many total hours per-day they were open. On the weekdays, the most commonly listed total hours of operation (per-day) was from 8 to 9 hours. More businesses listed 8.5 and 9 hours than exactly 8 hours. During weekends, most businesses were open between three and eight hours. Many more businesses were open less than eight hours during weekends compared to weekdays. Exact hours were highly variable on the weekends. See Appendix E for a listing of summary information for each day of the week.

Nearly half (45%) of all businesses who responded indicated they hired between 1 and 3 full time employees (Table 4a). Rarely (5%) did a business hire more than 14 full time employees. 77% of respondents indicated their business employs at most three part time employees (Table 4b). Similar to full time hiring practices, few respondents indicated their business hired more than 14 part time employees.

**Table 4a.** How many employees do you hire?  
\*(full time)

	N	%
0	18.0	14.3
1 - 3	57.0	45.2
4 - 8	34.0	27.0
9 - 14	11.0	8.7
15 +	6.0	4.8
<b>Total</b>	<b>126.0</b>	<b>100.0</b>

Source: Question 5

**Table 4b.** How many employees do you hire?  
\*(part time)

	N	%
0	48.0	37.8
1 - 3	49.0	38.6
4 - 8	18.0	14.2
9 - 14	5.0	3.9
15 +	7.0	5.5
<b>Total</b>	<b>127.0</b>	<b>100.0</b>

Source: Question 5

## Results of the Property Owner Survey

When asked if the property owners had residential units (i.e., apartments), over 80% indicated they did not (Table 5a). The response of “other” indicates respondents who offered lengthy, qualitative answers to the question.

**Table 5a.** Does the property have residential units (apartments)?

	N	%
Yes	10.0	13.7
No	61.0	83.6
Other	2.0	2.7
<b>Total</b>	<b>73.0</b>	<b>100.0</b>

*Source:* Question 1

As a follow-up question, respondents were asked to indicate the number of units at the property. Clearly, many respondents either did not understand the question or chose not to reveal the information because no respondents answered the question (Table 5b).

**Table 5b.** How many apartments does the property have?

	N	%
N/A	73.0	100.0
<b>Total</b>	<b>73.0</b>	<b>100.0</b>

*Source:* Question 1

When asked how many bedrooms each unit had, respondents also had a difficult time answering the question (Table 5c). Only ten respondents who had units on their property responded to the question.

**Table 5c.** How many total bedrooms do the apartments have?

	N	%
2	5.0	50.0
4	2.0	20.0
6	1.0	10.0
8	1.0	10.0
63	1.0	10.0
<b>Total</b>	<b>10.0</b>	<b>100.0</b>

*Source:* Question 1

Most (54%) respondents indicated they leased at least one commercial space to others at the property (Table 6a).

**Table 6a.** Do you lease at least one commercial space to others at this property?

	N	%
Yes	38.0	53.5
No	33.0	46.5
<b>Total</b>	<b>71.0</b>	<b>100.0</b>

*Source:* Question 2

When asked how many commercial businesses (spaces) they lease to others, the most common response was “zero” (46%) (Table 6b). Of those who indicated they do lease commercial property (n = 39), 62% indicated they lease only one. Another 18% indicated they lease two. Few respondents indicated leasing more than two businesses to others.

**Table 6b.** How many commercial businesses do you lease to others on this property?

	N	%
0	33.0	45.8
1	24.0	33.3
2	7.0	9.7
3	3.0	4.2
4	3.0	4.2
6	1.0	1.4
9	1.0	1.4
<b>Total</b>	<b>72.0</b>	<b>100.0</b>

*Source:* Question 2

When asked what their annual rent was (for each square foot), many (21%) indicated they pay eight to ten dollars each year (Table 7). Most (70%) indicated they pay between three and twelve dollars per year. Few (9%) paid an annual rent less than three dollars annually.

**Table 7.** What is your annual rent per square foot expense? [(monthly rent x 12) / (square feet occupied)]

	N	%
< \$3	5.0	8.6
\$3 to 6	10.0	17.2
\$6 to 8	7.0	12.1
\$8 to 10	12.0	20.7
\$10 to 12	11.0	19.0
\$12 to 15	7.0	12.1
> \$15	6.0	10.3
<b>Total</b>	<b>58.0</b>	<b>100.0</b>

*Source:* Question 6

Less than half (42%) of respondents indicated the annual rent per square foot included most or all utilities (Table 8).

**Table 8.** Does the rent amount include most or all utilities?

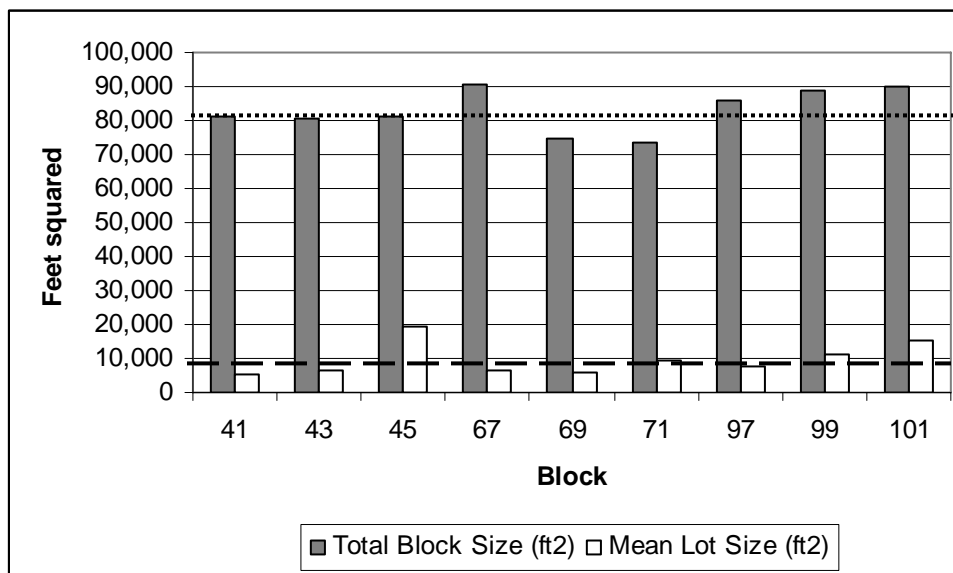
	N	%
Yes	26.0	41.9
No	36.0	58.1
<b>Total</b>	<b>62.0</b>	<b>100.0</b>

Source: Question 7

## Results of the Downtown Core Infrastructure Analysis

**\*\*NOTE:** See Appendix F for a listing of proceeding figures (one thru five) in tabular format..

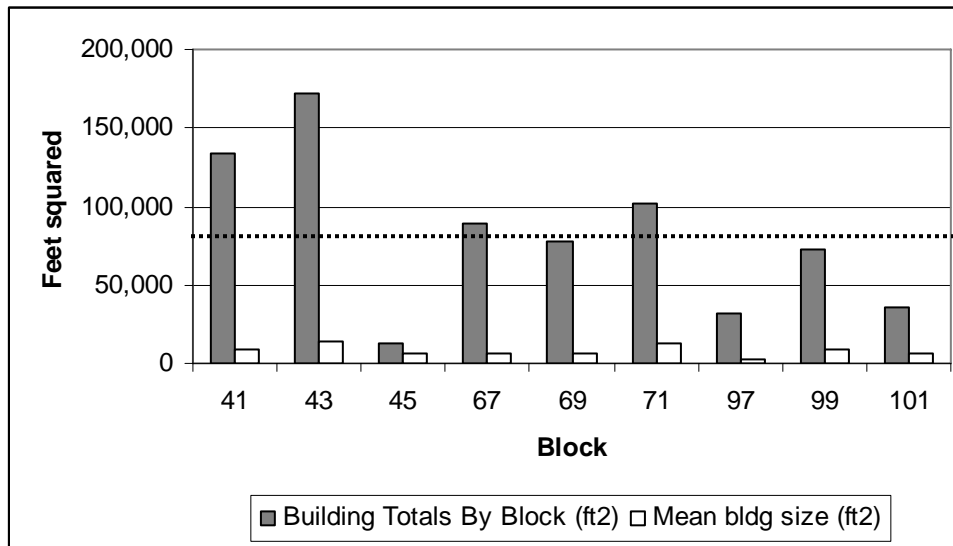
The total area of the nine blocks in the core of downtown Brainerd was 746,439 ft<sup>2</sup>. The average block area was 82,938 ft<sup>2</sup> (dotted line) (Figure 1). Blocks 67, 97, 99, and 101 had higher than average building sizes with block 67 being the highest (90,000 ft<sup>2</sup>). The grand average lot size across all blocks was 9,663 ft<sup>2</sup> (dashed line). Block 45 had the highest average lot size at 19,500 ft<sup>2</sup>. The lowest lot size average was 5,397 ft<sup>2</sup> in block 41. Blocks whose average lot size was larger than average did not positively correlate with large total block sizes in some cases (see block 45).



**Figure 1.** Total block size and mean lot size across the nine block core downtown Brainerd area. Blocks consist of parcels with one or more lots and lots consist of land and buildings with one or more floors.

The total building area for all nine blocks was 727,699 ft<sup>2</sup>. The average total building size across all blocks was 80,555 ft<sup>2</sup> (dotted line) (Figure 2). Blocks 41, 43, 67, and 71 had

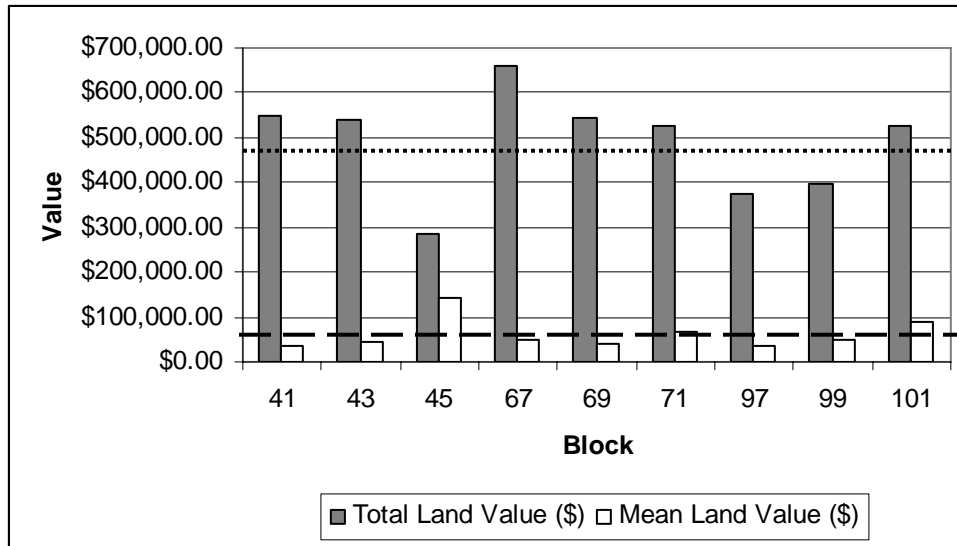
higher than average building sizes with block 43 being the highest (171,561 ft<sup>2</sup>). Although block 71 had lower than average total building area, the average per-building area was high (average = 12,806 ft<sup>2</sup>). The grand average per-building size across the nine blocks was 8,082 ft<sup>2</sup>. Blocks 43 and 71 had the highest average building sizes among the nine blocks (14,297 and 12,806 ft<sup>2</sup>, respectively).



**Figure 2.** Building area (ft<sup>2</sup>) totals and averages across the nine block core downtown Brainerd area. Blocks consist of parcels with one or more lots and lots consist of land and buildings with one or more floors.

The total land value for the nine block area was approximately \$4.4 million. The average total land value across the nine block area was \$488,700 (dotted line) (Figure 3). Blocks 41, 43, 67, and 71 had above average total land values with block 43 being the highest (\$537,300). There was a large disparity between the values of individual blocks of land. In fact, the average difference in land value between blocks 41, 43, 67, and 71 versus all other blocks is +\$203,300 (i.e., on average, those blocks' land was worth \$203,300 more than the other blocks). The grand average land value across the nine block area was \$61,198 (dashed line). Blocks 45, 71, and 101 had the highest average land values with block 45 being the highest (\$143,400). Block 97 had the lowest average land value (\$34,054).

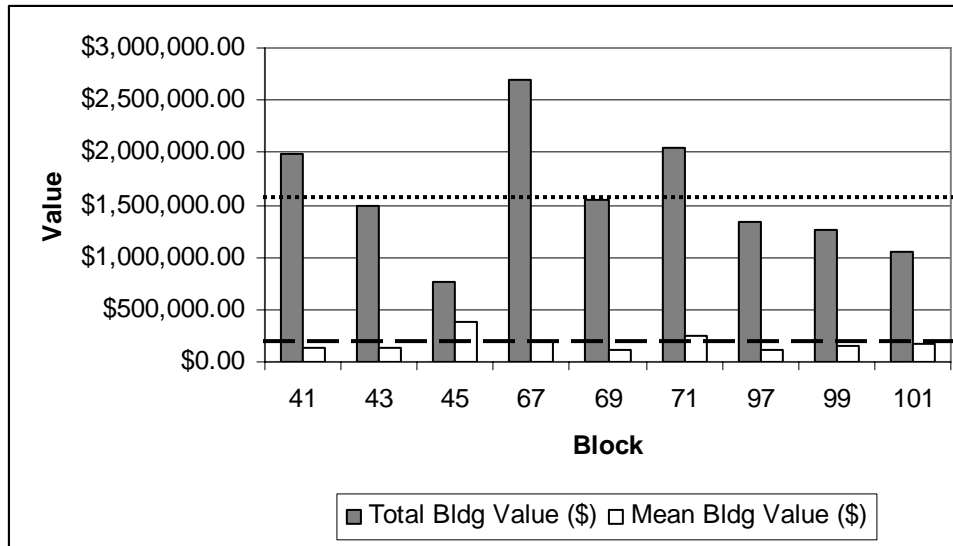




**Figure 3.** Total and average land values (\$ U.S. dollars) for the nine block core downtown Brainerd area. Blocks consist of parcels with one or more lots and lots consist of land and buildings with one or more floors.

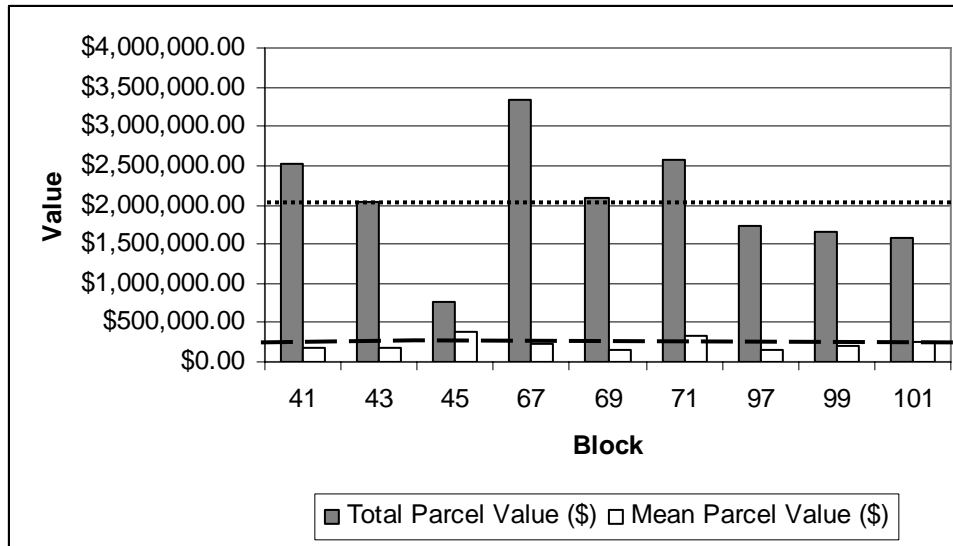
The total value for all buildings in the nine block area was approximately \$14.2 million. The average total building value across the nine block area was approximately \$1.6 million (dotted line) (Figure 4). Blocks 41, 67, and 71 had above average total building values with block 67 being the highest (\$2.7 million). There was a large disparity between the total values of block buildings. In fact, the average difference in building values between blocks 41, 67, and 71 versus all other blocks was +\$1.06 million (i.e., on average, those blocks' buildings were worth \$1.06 million more than the other buildings). The grand average building value across the nine block area was \$184,191 (dashed line). Blocks 45, 67, and 71 had the highest average building values with block 45 being the highest (\$378,750). Block 43 had the lowest average building value (\$124,733).

**\*\*NOTE:** See Appendix G for a graphic displaying building values (\$) per square foot in the downtown Brainerd core area.



**Figure 4.** Average and total building values (\$ U.S. dollars) for the nine block core downtown Brainerd area. Blocks consist of parcels with one or more lots and lots consist of land and buildings with one or more floors.

The total value for all parcels in the nine block area was approximately \$18.3 million. The average total parcel value across the nine block area was approximately \$2.03 million (dotted line) (Figure 5). Blocks 41, 67, and 71 had above average total parcel values with block 67 being the highest (\$3.35 million). There was a large disparity between the total values of parcels. In fact, the average difference in parcel value between blocks 41, 67, and 71 versus all other blocks was +\$1.09 million (i.e., on average, those parcels were worth \$1.09 million more than the other parcels). The grand average parcel value across the nine block area was \$229,456 (dashed line). Blocks 45, 67, 71, and 101 had the highest average parcel values with block 45 being the highest (\$378,750). Block 97 had the lowest average parcel value (\$156,354).



**Figure 5.** Average and total parcel values (\$ U.S. dollars) for the nine block core downtown Brainerd area. Blocks consist of parcels with one or more lots and lots consist of land and buildings with one or more floors. A parcel value is the value of both the building and its plotted land.

Few building conditions were listed. No building conditions were listed as “poor.” Most buildings where the building condition was listed were classified as “average” (Table 9). The average age of buildings that had age information available was 76 years old (built in 1932). Information about average apartment numbers was not reported because only four business/property owners listed the number of apartments. There was a high probability (qualitatively speaking) the information did not reflect the total population of apartments in the nine block core area.

**\*\*NOTE:** See Appendix H for a graphic showing the total market value of parcels in downtown Brainerd’s core area.

**Table 9.** Various building characteristics.

<b>Building conditions:</b>	Average = 14; Good = 12
<b>Average year built:</b>	1932
<b>Average age:</b>	75.5
<b>Apartment numbers:</b>	Incomplete information

In the core of downtown Brainerd, most parcels were listed as commercial property (52%) (Table 10). Many other parcels were listed under both commercial and residential (multiple = 23%). Few parcels were listed as residential, apartments, or a charitable institution (< 5%).

**Table 10.** Property classification

	N	%
Commercial and residential	19.0	22.6
Residential 2-3 units (or vacant land)	2.0	2.4
Apartments (4 or more units)	2.0	2.4
Commercial	52.0	61.9
Church properties	8.0	9.5
Charitable institutions	1.0	1.2
<b>Total</b>	<b>84.0</b>	<b>100.0</b>

Source: Database

### Results of the Sub-group Analysis

Every one of the different types of businesses indicated they were either very likely or somewhat likely to remain at their current location (Table 11) more often than the alternative (unlikely to stay). However, this was not statistically significant ( $p = 0.485$ ,  $\alpha = 0.05$ ).

77% ( $n = 14$ ) of professional/office businesses, 92% ( $n = 11$ ) of restaurants, 78% ( $n = 7$ ) of multiple classified business types, and 100% ( $n = 2$ ) of non-profit businesses were significantly more likely to have been at their location for ten or *more* years ( $p \leq 0.05$ ) (Table 12). Conversely, 75% ( $n = 3$ ) of medical businesses, 56% ( $n = 14$ ) of service businesses, and 54% ( $n = 22$ ) of retail businesses were significantly more likely to have been at their location for *less* than ten years.

**Table 11.** Sub-group analysis: primary business type against likelihood of remaining at current location.

		How likely are you to remain in your current location?			
Primary Business Type	Statistics	Very likely	Somewhat likely	Unlikely	Total
Other	N	8.0	1.0	1.0	10.0
	% Row	80.0	10.0	10.0	100.0
	% Column	7.1	6.3	16.7	7.4
Retail	N	34.0	7.0	0.0	41.0
	% Row	82.9	17.1	0.0	100.0
	% Column	30.1	43.8	0.0	30.4
Government	N	2.0	0.0	0.0	2.0
	% Row	100.0	0.0	0.0	100.0
	% Column	1.8	0.0	0.0	1.5
Multiple types	N	6.0	3.0	0.0	9.0
	% Row	66.7	33.3	0.0	100.0
	% Column	5.3	18.8	0.0	6.7
Services	N	22.0	1.0	2.0	25.0

	% Row	88.0	4.0	8.0	100.0
	% Column	19.5	6.3	33.3	18.5
Professional/office	N	15.0	2.0	2.0	19.0
	% Row	78.9	10.5	10.5	100.0
	% Column	13.3	12.5	33.3	14.1
Financial/banking	N	6.0	0.0	0.0	6.0
	% Row	100.0	0.0	0.0	100.0
	% Column	5.3	0.0	0.0	4.4
Medical	N	4.0	0.0	0.0	4.0
	% Row	100.0	0.0	0.0	100.0
	% Column	3.5	0.0	0.0	3.0
Restaurant	N	9.0	1.0	0.0	10.0
	% Row	90.0	10.0	0.0	100.0
	% Column	8.0	6.3	0.0	7.4
Bar	N	3.0	1.0	0.0	4.0
	% Row	75.0	25.0	0.0	100.0
	% Column	2.7	6.3	0.0	3.0
Non-profit	N	2.0	0.0	0.0	2.0
	% Row	100.0	0.0	0.0	100.0
	% Column	1.8	0.0	0.0	1.5
manufacturing	N	2.0	0.0	1.0	3.0
	% Row	66.7	0.0	33.3	100.0
	% Column	1.8	0.0	16.7	2.2
Total	N	113.0	16.0	6.0	135.0
	% Row	83.7	11.9	4.4	100.0
	% Column	100.0	100.0	100.0	100.0

$\chi^2 = 21.59$ ,  $p = 0.485$ ,  $\alpha = 0.05$ ,  $df = 22$

**Table 12.** Sub-group analysis: primary business type against length of time at current location.

		How long has your business existed at its current location?		
Primary Business Type	Statistics	Less than 10 years	10 years or greater	Total
Other	N	7.0	5.0	12.0
	% Row	58.3	41.7	100.0
	% Column	11.3	6.5	8.6
Retail	N	22.0	19.0	41.0
	% Row	53.7	46.3	100.0
	% Column	35.5	24.7	29.5
Government	N	1.0	1.0	2.0
	% Row	50.0	50.0	100.0
	% Column	1.6	1.3	1.4
Multiple types	N	2.0	7.0	9.0
	% Row	22.2	77.8	100.0
	% Column	3.2	9.1	6.5
Services	N	14.0	11.0	25.0
	% Row	56.0	44.0	100.0

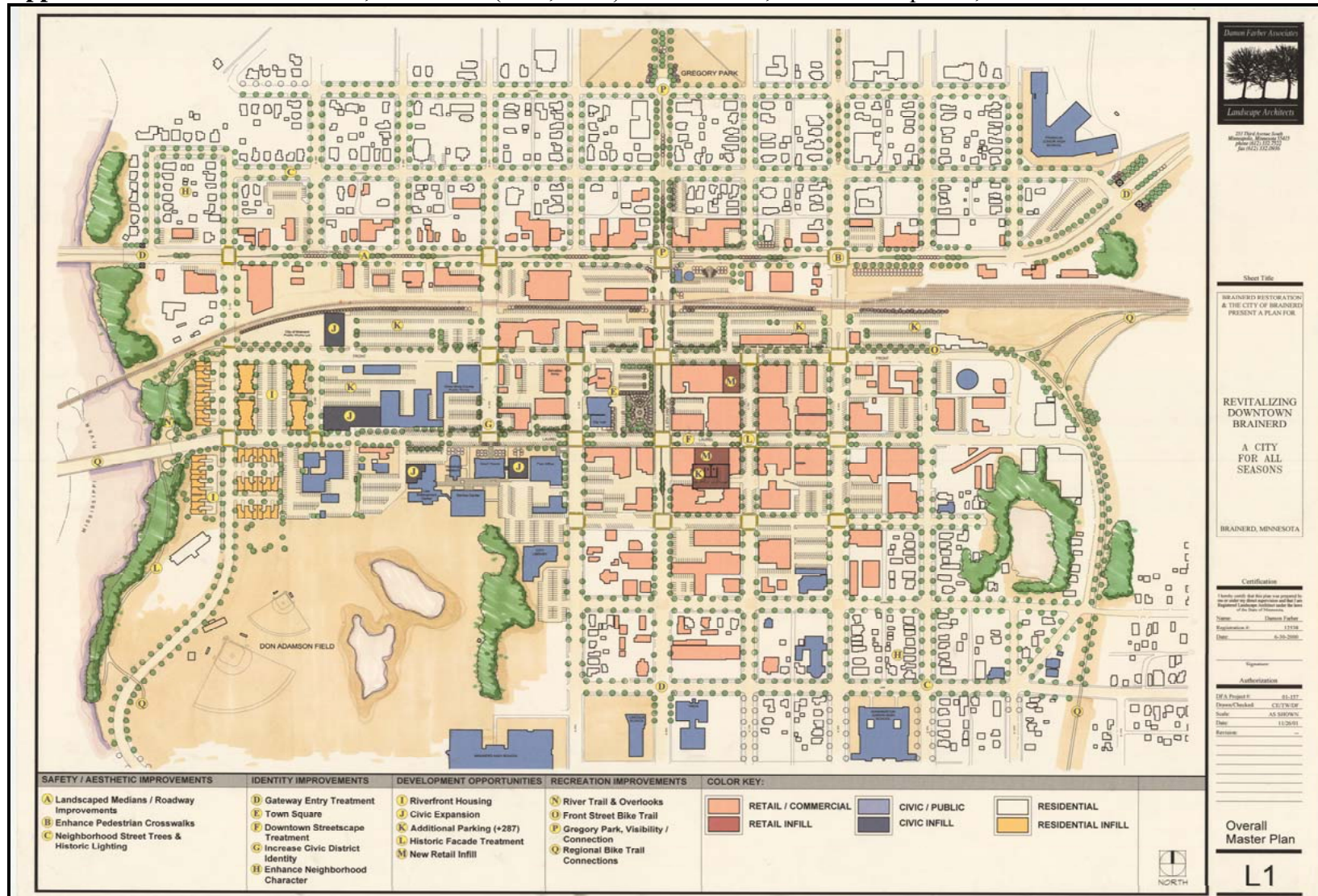
	% Column	22.6	14.3	18.0
Professional/office	N	5.0	14.0	19.0
	% Row	26.3	73.7	100.0
	% Column	8.1	18.2	13.7
Financial/banking	N	2.0	4.0	6.0
	% Row	33.3	66.7	100.0
	% Column	3.2	5.2	4.3
Medical	N	3.0	1.0	4.0
	% Row	75.0	25.0	100.0
	% Column	4.8	1.3	2.9
Restaurant	N	1.0	11.0	12.0
	% Row	8.3	91.7	100.0
	% Column	1.6	14.3	8.6
Bar	N	2.0	2.0	4.0
	% Row	50.0	50.0	100.0
	% Column	3.2	2.6	2.9
Non-profit	N	0.0	2.0	2.0
	% Row	0.0	100.0	100.0
	% Column	0.0	2.6	1.4
Manufacturing	N	3.0	0.0	3.0
	% Row	100.0	0.0	100.0
	% Column	4.8	0.0	2.2
Total	N	62.0	77.0	139.0
	% Row	44.6	55.4	100.0
	% Column	100.0	100.0	100.0

$$\chi^2 = 21.59, p = 0.028, \alpha = 0.05, df = 11$$

### Results of the Comparative Study

All cities that were contacted responded to the e-mail. Five of six cities were unable to provide concrete and specific information about their downtown areas in terms of rents. Some cities were able to provide information, but it was not in a format that fit well with the requested information. No cities offered unit rent information. It likely would have taken considerable time and effort to standardize and compare other cities' downtown information with that of Brainerd, Minnesota. Future studies should consider the complexity of comparative studies. The challenge is establishing direct relationships, given the fact that many other "hidden" factors may account for disparities among similar types downtown data (i.e., population, disposable income, access, etc.). Some cities, such as Stillwater and Bemidji, Minnesota, were interested in obtaining the results of this study and following up with a study of their own. It is likely future studies will be loosely modeled after the design and methodology of this study.

**Appendix A.** Downtown Brainerd, Minnesota (June, 2000). Pink is retail, blue is civic/public, and white is residential.





## Survey of Business Owners in Brainerd's Central Business District

- Please note if you the property owner where your business is located, complete the survey titled Property Owner instead of this survey.
- Enclosed is an addressed envelope for your use or FAX to (218) 828-2316.
- Please reply by March 6, 2007.

In the spring of 2007, a Main Street Coordinator will be hired by the Chamber of Commerce to focus on the four principles of the National Trust for Main Street Center for Brainerd's central business district. Please complete and return this brief survey to help provide the Coordinator with a better understanding of businesses located in this district.

The MainStreet Coordinator works with economic development partners to continue the revitalization efforts of Brainerd's Central Business District (CBD). The Chamber will be responsible for establishing and supporting the Main Street Committee that will oversee Organization, Promotion and Design, and focus on big picture items including planning, infrastructure needs, and image building. The MS Program will be responsible for building consensus of business and property owners as well as city leaders, and coordinate volunteers. The Chamber, through the Main Street Program, and will work closely with the Brainerd Lakes Area Development Corporation on responsibilities associated with Economic Restructuring,

### PLEASE COMPLETE THE FOLLOWING:

Business Name: \_\_\_\_\_

Business owner(s) \_\_\_\_\_

Business manager (if different): \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Physical Address: \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Daytime Phone (\_\_\_\_) \_\_\_\_\_ FAX (\_\_\_\_) \_\_\_\_\_

Business web site address: \_\_\_\_\_

Owner's e-mail \_\_\_\_\_

Manager's e-mail (if different): \_\_\_\_\_

### QUESTIONS

1. What is your **primary** business type?

- ☐ Retail
- ☐ Service

- ☐ Professional/Office
- ☐ Financial/Banking



- ☐ Medical
- ☐ Restaurant
- ☐ Bar
- ☐ Non-Profit

- ☐ Manufacturing
  - ☐ Government
  - ☐ Other – please list:
- 

2. How long has your business existed at its current location?

- ☐ Less than 1 year
- ☐ 1-4 years
- ☐ 5-9 years
- ☐ 10-20 years
- ☐ 20+ years

3. How likely are you to remain in your current location?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Unlikely

4. What days are you open and what are your hours? Please check the days that apply and fill in the hours of operation:

- ☐ Monday; Hours: \_\_\_\_\_
- ☐ Tuesday; Hours: \_\_\_\_\_
- ☐ Wednesday; Hours: \_\_\_\_\_
- ☐ Thursday; Hours: \_\_\_\_\_
- ☐ Friday; Hours: \_\_\_\_\_
- ☐ Saturday; Hours: \_\_\_\_\_
- ☐ Sunday; Hours: \_\_\_\_\_

5. How many employees do you hire?

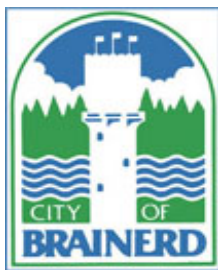
- \_\_\_ Full Time
- \_\_\_ Part Time

5. What is your annual rent per square foot expense?  $[(\text{Monthly Rent} \times 12) \div \text{Square Feet Occupied}]$

- ☐ Less than \$3 per square foot
- ☐ \$3 to \$6 per square foot
- ☐ \$6 to \$8 per square foot
- ☐ \$8 to \$10 per square foot
- ☐ \$10 to \$12 per square foot
- ☐ \$12 to \$15 per square foot
- ☐ \$15 + per square foot

9. Does the rent amount indicated in Question No. 13 include most or all utilities?

- ☐ Yes
- ☐ No



## Survey of Property Owners in Brainerd's Central Business District

- Please note if you are not the property owner, complete the survey titled Business Owner.
- Enclosed is a stamped, addressed envelope for your use. Please reply by February 1, 2007.

### Background:

In the spring of 2007, a Main Street Coordinator will be hired by the Chamber of Commerce to focus on the four principles (Organization, Promotion, Design and Economic Restructuring) of the National Trust For Historic Preservation's Main Street Program for Brainerd's central business district. Please complete and return this brief survey to help provide the Coordinator with a better understanding of businesses located in this district.

The Chamber will be responsible for establishing and supporting a Main Street Committee that will oversee Organization, Promotion and Design, and focus on big picture items including planning, infrastructure needs, and image building. The Main Street Program (MS Program) will be responsible for building consensus of business and property owners as well as city leaders, and coordinate volunteers.

The Chamber, through the MS Program will work closely with the Brainerd Lakes Area Development Corporation on responsibilities associated with the Economic Restructuring principle of the Four Point Approach.

### PROPERTY OWNER INFORMATION:

Property Owner(s) \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Property Physical Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Daytime Phone (\_\_\_\_) \_\_\_\_\_ FAX(\_\_\_\_) \_\_\_\_\_

Property owner's e-mail: \_\_\_\_\_

1. Does the property have residential units (apartments)

- ☐ Yes  
☐ No

If YES how many apartments \_\_\_\_\_

Total number of bedrooms \_\_\_\_\_

Monthly rent per unit \$ \_\_\_\_\_

2. Do you lease commercial space to others at this property?

- ☐ Yes
- ☐ No

If yes, what are the names of those businesses?

---

**IF YOU OPERATE A BUSINESS AT THIS LOCATION, PLEASE COMPLETE THE FOLLOWING:**

Business Name: \_\_\_\_\_

Business manager (if different): \_\_\_\_\_

Mailing Address: \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Daytime Phone (\_\_\_\_) \_\_\_\_\_ FAX (\_\_\_\_) \_\_\_\_\_

Business web site address: \_\_\_\_\_

Manager's e-mail: \_\_\_\_\_

1. What is your **primary** business type?

- |  |   |
|--|---|
| <input type="checkbox"/> Retail              | <input type="checkbox"/> Bar                        |
| <input type="checkbox"/> Service             | <input type="checkbox"/> Non-Profit                 |
| <input type="checkbox"/> Professional/Office | <input type="checkbox"/> Manufacturing              |
| <input type="checkbox"/> Financial/Banking   | <input type="checkbox"/> Government                 |
| <input type="checkbox"/> Medical             | <input type="checkbox"/> Other – please list: _____ |
| <input type="checkbox"/> Restaurant          |   |

2. How long has your business existed at its current location?

- |   |                                      |
|---|--------------------------------------|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 10-20 years |
| <input type="checkbox"/> 1-4 years        | <input type="checkbox"/> 20+ years   |
| <input type="checkbox"/> 5-9 years        |                                      |

3. How likely are you to remain in your current location?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Unlikely

4. What days are you open and what are your hours? Please check the days that apply and fill in the hours of operation:

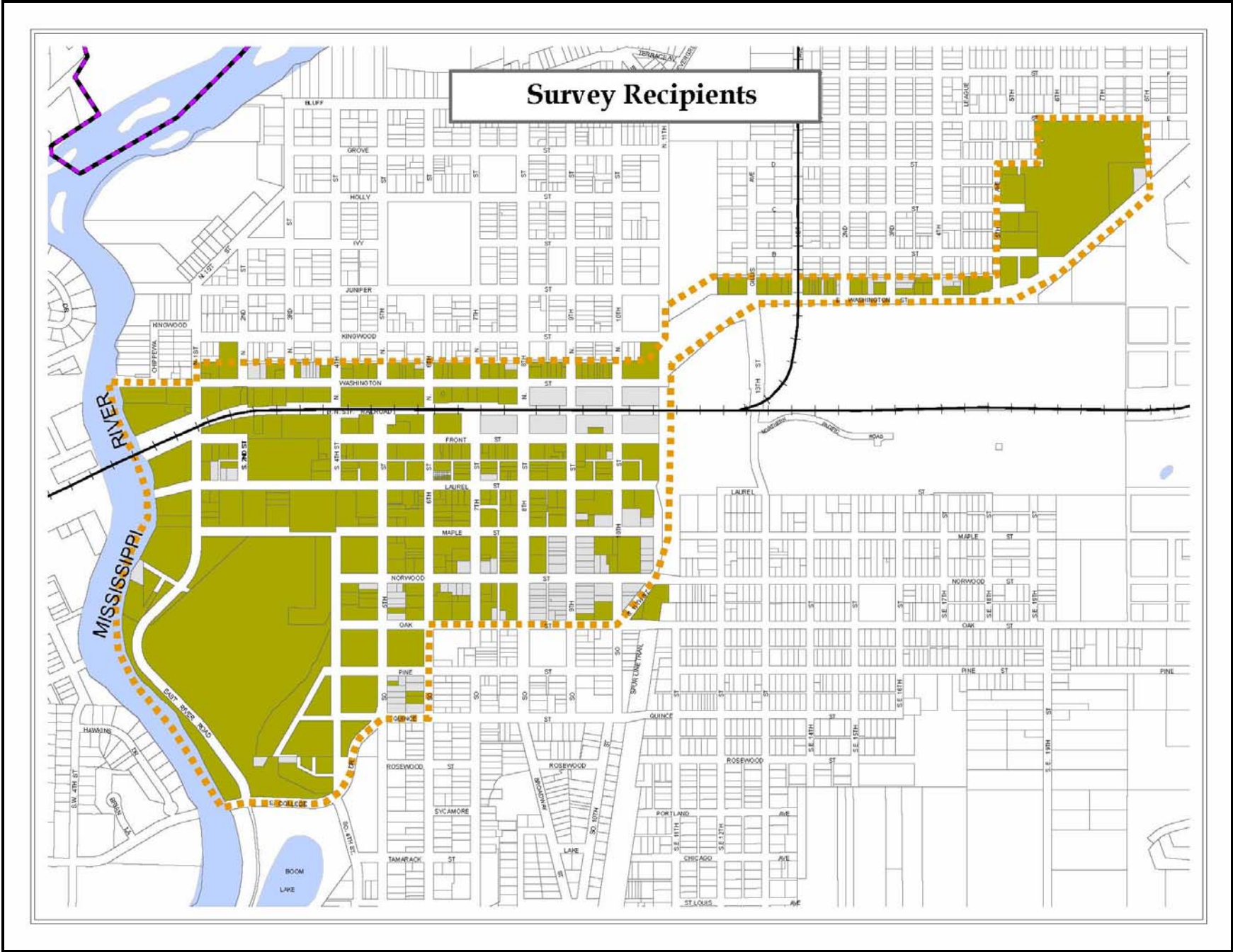
- ☐ Monday; Hours: \_\_\_\_\_
- ☐ Tuesday; Hours: \_\_\_\_\_

- ☐ Wednesday; Hours: \_\_\_\_\_
- ☐ Thursday; Hours: \_\_\_\_\_
- ☐ Friday; Hours: \_\_\_\_\_
- ☐ Saturday; Hours: \_\_\_\_\_
- ☐ Sunday; Hours: \_\_\_\_\_

5. How many employees do you hire?

- \_\_\_\_ Full Time
- \_\_\_\_ Part Time

Appendix D. Survey recipients (business and property owners) in downtown Brainerd.



**Appendix E.** Hours and days of operation for Brainerd core downtown businesses (business owner survey).

**Table 1a.** What days are you open? \*(Monday)

	N	%
Open	134.0	98.5
Closed	1.0	0.7
Circumstantial	1.0	0.7
<b>Total</b>	<b>136.0</b>	<b>100.0</b>

*Source:* Question 4

**Table 1b.** What are your hours? \*(Monday)

	N	%
8:00am-5:00pm	31.0	21.7
9:00am-5:00pm	7.0	4.9
8:30am-5:00pm	6.0	4.2
9:00am-5:30pm	6.0	4.2
10:00am-5:00pm	6.0	4.2
8:00am-4:30pm	5.0	3.5
8:30am-5:30pm	4.0	2.8
7:30am-5:00pm	4.0	2.8
7:30am-5:30pm	4.0	2.8
10:00am-7:00pm	3.0	2.1
Closed	1.0	0.7
Other / NA	66.0	46.2
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

*Source:* Question 4

**Table 1c.** How many hours are you open?  
\*(Monday)

	N	%
7	6.0	4.2
8	7.0	4.9
8.5	17.0	11.9
9	38.0	26.6
9.5	4.0	2.8
10	4.0	2.8
Closed	1.0	0.7
Unaccounted data	66.0	46.2
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

*Source:* Question 4

**Table 2a.** What days are you open? \*(Tuesday)

	N	%
Open	135.0	99.3
Circumstantial	1.0	0.7
<b>Total</b>	<b>136.0</b>	<b>100.0</b>

Source: Question 4

**Table 2b.** What are your hours? \*(Tuesday)

	N	%
8:00am-5:00pm	29.0	20.3
9:00am-5:00pm	8.0	5.6
8:30am-5:00pm	6.0	4.2
9:00am-5:30pm	6.0	4.2
10:00am-5:00pm	6.0	4.2
8:00am-4:30pm	5.0	3.5
8:30am-5:30pm	4.0	2.8
7:30am-5:00pm	4.0	2.8
7:30am-5:30pm	4.0	2.8
10:00am-7:00pm	3.0	2.1
Other / NA	68.0	47.6
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 2c.** How many hours are you open?  
\*(Tuesday)

	N	%
7	6.0	4.2
8	8.0	5.6
8.5	17.0	11.9
9	36.0	25.2
9.5	4.0	2.8
10	4.0	2.8
Unaccounted data	68.0	47.6
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 3a.** What days are you open?  
\*(Wednesday)

	N	%
Open	135.0	99.3
Circumstantial	1.0	0.7
<b>Total</b>	<b>136.0</b>	<b>100.0</b>

Source: Question 4

**Table 3b.** What are your hours? \*(Wednesday)

	N	%
8:00am-5:00pm	30.0	21.0
9:00am-5:00pm	8.0	5.6
8:30am-5:00pm	6.0	4.2
9:00am-5:30pm	5.0	3.5
10:00am-5:00pm	5.0	3.5
8:00am-4:30pm	5.0	3.5
8:30am-5:30pm	4.0	2.8
7:30am-5:00pm	4.0	2.8
7:30am-5:30pm	3.0	2.1
10:00am-7:00pm	3.0	2.1
Other / NA	70.0	49.0
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 3c.** How many hours are you open?  
\*(Wednesday)

	N	%
7	5.0	3.5
8	8.0	5.6
8.5	16.0	11.2
9	37.0	25.9
9.5	4.0	2.8
10	3.0	2.1
Unaccounted data	70.0	49.0
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 4a.** What days are you open?  
\*(Thursday)

	N	%
Open	135.0	99.3
Circumstantial	1.0	0.7
<b>Total</b>	<b>136.0</b>	<b>100.0</b>

Source: Question 4



**Table 4b.** What are your hours? \*(Thursday)

	N	%
8:00am-5:00pm	31.0	21.7
9:00am-5:00pm	8.0	5.6
8:30am-5:00pm	6.0	4.2
9:00am-5:30pm	5.0	3.5
10:00am-5:00pm	3.0	2.1
8:00am-4:30pm	5.0	3.5
8:30am-5:30pm	4.0	2.8
7:30am-5:00pm	4.0	2.8
7:30am-5:30pm	4.0	2.8
Other / NA	69.0	48.3
9:00am-8:00pm	4.0	2.8
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 4c.** How many hours are you open?

\*(Thursday)

	N	%
7	3.0	2.1
8	8.0	5.6
8.5	16.0	11.2
9	35.0	24.5
9.5	4.0	2.8
10	4.0	2.8
Closed	4.0	2.8
Unaccounted data	69.0	48.3
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 5a.** What days are you open? \*(Friday)

	N	%
Open	133.0	97.8
Closed	1.0	0.7
Circumstantial	2.0	1.5
<b>Total</b>	<b>136.0</b>	<b>100.0</b>

Source: Question 4

**Table 5b.** What are your hours? \*(Friday)

	N	%
8:00am-5:00pm	28.0	19.6
9:00am-5:00pm	8.0	5.6
8:30am-5:00pm	6.0	4.2
9:00am-5:30pm	6.0	4.2
10:00am-5:00pm	6.0	4.2
8:00am-4:30pm	4.0	2.8
7:30am-5:00pm	4.0	2.8
7:30am-5:30pm	3.0	2.1
Closed	1.0	0.7
Other / NA	71.0	49.7
10:00am-5:30pm	3.0	2.1
8:00am-12:00pm	3.0	2.1
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 5c.** How many hours are you open? \*(Friday)

	N	%
4	3.0	2.1
7	6.0	4.2
7.5	3.0	2.1
8	8.0	5.6
8.5	16.0	11.2
9	28.0	19.6
9.5	4.0	2.8
10	3.0	2.1
Closed	1.0	0.7
Unaccounted data	71.0	49.7
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 6a.** What days are you open? \*(Saturday)

	N	%
Open	77.0	56.6
Closed	49.0	36.0
Circumstantial	10.0	7.4
<b>Total</b>	<b>136.0</b>	<b>100.0</b>

Source: Question 4

**Table 6b.** What are your hours? \*(Saturday)

	N	%
9:00am-5:00pm	6.0	4.2
8:30am-5:00pm	2.0	1.4
10:00am-5:00pm	3.0	2.1
Closed	49.0	34.3
Other / NA	61.0	42.7
8:00am-12:00pm	4.0	2.8
10:00am-4:00pm	4.0	2.8
9:00am-12:00pm	4.0	2.8
10:00am-2:00pm	3.0	2.1
9:00am-3:00pm	3.0	2.1
10:00am-3:00pm	2.0	1.4
8:00am-2:00pm	2.0	1.4
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 6c.** How many hours are you open?  
\*(Saturday)

	N	%
3	4.0	2.8
4	7.0	4.9
5	2.0	1.4
6	9.0	6.3
7	3.0	2.1
8	6.0	4.2
8.5	2.0	1.4
Closed	49.0	34.3
Unaccounted data	61.0	42.7
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

Source: Question 4

**Table 7a.** What days are you open? \*(Sunday)

	N	%
Open	32.0	23.7
Closed	97.0	71.9
Circumstantial	6.0	4.4
<b>Total</b>	<b>135.0</b>	<b>100.0</b>

Source: Question 4

**Table 7b.** What are your hours? \*(Sunday)

	N	%
10:00am-5:00pm	2.0	1.4
Closed	100.0	69.9
Other / NA	29.0	20.3
10:00am-4:00pm	2.0	1.4
1:00am-12:00pm	2.0	1.4
11:00am-10:00pm	2.0	1.4
11:00am-3:00pm	2.0	1.4
11:00am-4:00pm	2.0	1.4
12:00pm-10:00pm	2.0	1.4
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

*Source:* Question 4

**Table 7c.** How many hours are you open?  
\*(Sunday)

	N	%
4	2.0	1.4
5	2.0	1.4
6	2.0	1.4
7	2.0	1.4
10	2.0	1.4
Closed	104.0	72.7
Unaccounted data	29.0	20.3
<b>Total</b>	<b>143.0</b>	<b>100.0</b>

*Source:* Question 4

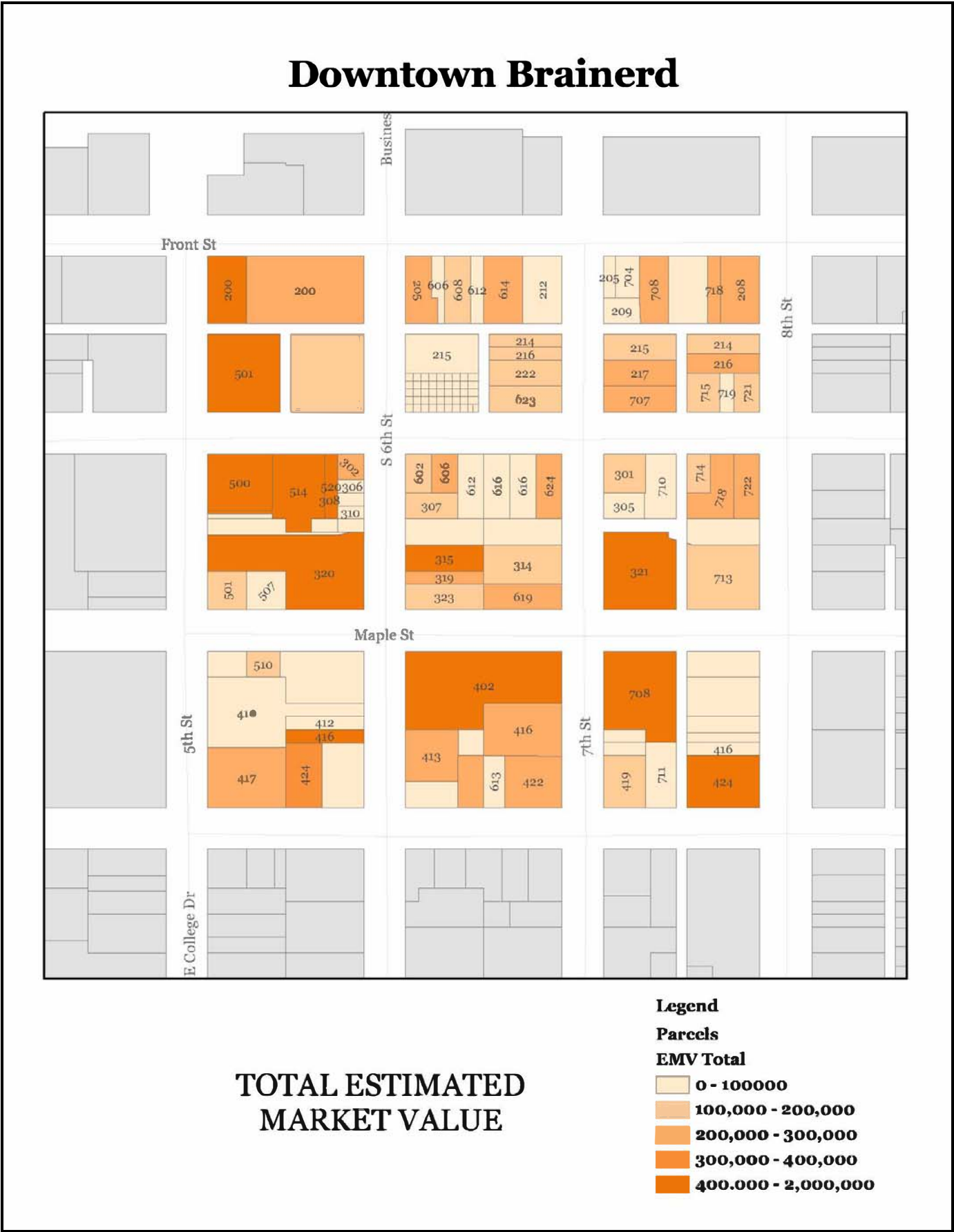
**Appendix F.** Downtown Brainerd core infrastructure analysis results.

<b>Block</b>	<b>Total Block Size (ft2)</b>	<b>Mean Lot Size (ft2)</b>	<b>Building Totals By Block (ft2)</b>	<b>Mean bldg size (ft2)</b>	<b>Total Land Value (\$)</b>	<b>Mean Land Value (\$)</b>	<b>Total Bldg Value (\$)</b>	<b>Mean Bldg Value (\$)</b>	<b>Total Parcel Value (\$)</b>	<b>Mean Parcel Value (\$)</b>
41	80,949	5,397	134,221	8,948	\$547,800	\$36,520	\$1,987,100	\$132,473	\$2,534,900	\$168,993
43	80,760	6,730	171,561	14,297	\$537,300	\$44,775	\$1,496,800	\$124,733	\$2,034,100	\$169,508
45	81,000	19,500	12,990	6,495	\$286,800	\$143,400	\$757,500	\$378,750	\$757,500	\$378,750
67	90,431	6,459	89,529	6,395	\$658,100	\$47,007	\$2,689,900	\$192,135	\$3,348,000	\$239,142
69	74,925	5,763	77,268	5,944	\$543,200	\$41,784	\$1,545,200	\$118,861	\$2,088,400	\$160,646
71	73,296	9,162	102,445	12,806	\$526,100	\$65,762	\$2,047,800	\$255,975	\$2,573,900	\$321,737
97	86,020	7,820	31,630	2,875	\$374,600	\$34,054	\$1,345,300	\$122,300	\$1,719,900	\$156,354
99	88,978	11,122	72,707	9,088	\$398,100	\$49,762	\$1,251,700	\$156,462	\$1,649,800	\$206,225
101	90,080	15,013	35,348	5,891	\$526,301	\$87,716	\$1,056,200	\$176,033	\$1,582,501	\$263,750
Column Info.	746,439	9,663	727,699	8,082	\$4,398,301	\$61,198	\$14,177,500	\$184,191	\$18,289,001	\$229,456

Appendix G. Estimated building value per square foot in the core of downtown Brainerd.



Appendix H. Total estimated market value in the core of downtown Brainerd.



## Contact information

***\*\*NOTE: A copy of this report can be obtained by contacting either Jacob Frie or Mark Ostgarden. See contact information below.***

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